Chapter 11

Universal Service Fund Discounts (E-rate)/ Technology Plans

The Universal Service Fund was developed as a component of the Telecommunications Act of 1996. All libraries and schools are eligible to receive a discounted bill for basic telephone service, internal services, and line charges for Internet access.

A series of forms have to be completed yearly to qualify the library to receive this discount. The funding year runs July 1-June 30. Forms must be filed in the proper order and in a timely manner to successfully complete the process and receive the discount. See Schools and Libraries Tools (http://www.usac.org/sl/) then select Calendars/Reminders from the website. If the library has an Internet line paid for by state funds, the state files the discount paperwork for that line.

The Schools and Division, Universal Service Administrative Company, and a listing of approved services, equipment and bandwidth options can be found on the SLD homepage:

http://www.usac.org/sl/

To be eligible to receive a Telecommunication Act of 1996, Universal Service Fund Discount for telecommunications, a technology plan has to be completed and approved by the State Library.

As of July 1, 2004, public libraries must comply with the Children's Internet Protection Act, or CIPA, to be eligible for the Internet access discount. This is done by filing a form 479 with the State Library. CIPA has three requirements:
1. The library must have an Internet safety policy adopted by the board. It must address the following issues:
    a. Access by minors to inappropriate matter on the Internet and World Wide Web;
    b. The safety and security of minors when using electronic mail, chat rooms, and other forms of direct electronic communications;
    c. Unauthorized access, including so-called "hacking," and other unlawful activities by minors online;
    d. Unauthorized disclosure, use, and dissemination of personal information regarding minors; and

   e. Measures designed to restrict minors' access to materials harmful to minors.

2. The policy must include a technology protection measure (filter) that protects against Internet access by both adults and minors to visual depictions that are obscene, child pornography, or, with respect to use of the computers by minors, harmful to minors. The filter must be present on ALL library computers connected to the Internet, but must be disabled on request for adults engaged in bona fide research or for other lawful purposes. This includes staff computers.

3. The library shall hold at least one (1) public hearing or meeting and provide reasonable public notice for that hearing.

Technology Plan Requirements of the Universal Service Fund

Requirements set by Schools and Libraries Division (SLD)

- The technology plan must be a **"3" year plan**. Technology Plans cannot be for longer than 3 year. The E-rate year runs from July – June, so your technology plan must cover the entire E-rate year for which you are filing.

- The technology plan must include goals, training, inventory (current and future), budget, and evaluation.

- The technology must include an evaluation process for evaluating the current technology plan.

- The technology plan must fully address how technology will be used to further the library's mission and reflects the realization technology is not an end in itself, but a means to an end.

Core Elements Required in Technology Plan

- Goals-the plan must establish clear goals and a realistic strategy for using telecommunications and information technology to improve education or library services.

- Training-the plan must have a professional development strategy to ensure that staff know how to use these new technologies to improve education or library services.

- Assessment of technology needs and current inventory -the plan includes an assessment of the telecommunication services, hardware, software, and other services that will be needed to improve library services.

- Budget-the plan provides for a sufficient budget to acquire and maintain the hardware, software, professional development, and other services that will be needed to implement the strategy for library services.

- Evaluation-the plan includes an evaluation process that enables the library to monitor progress toward the specified goals and make mid-course corrections in response to new developments and opportunities as they arise (all revised technology plans **MUST** include how the current technology plan will be evaluated).

Five Factors Critical to Effective Library Technology Planning & Implementation

- Support of library staff, including its management

  No planning effort will succeed without the full support and commitment of all library staff and management. This commitment should be made before any decision is made to develop a technology plan.

- Direct involvement by other parties

  The development of a technology plan should be undertaken not by library staff alone but with active participation by the library's trustees and the involvement of other parties such as the local schools, the municipal/ county departments and the library system.

- Service-based technology goals and initiatives

  A key factor in the use of any library technology is a realization that technology is not an end in itself but a means to an end. Technology must be viewed as a vehicle to offer more efficient and effective delivery of current services and to add new services to help carry out the mission of the library.

- Staff development

  Too often, emphasis is placed on the hardware and software aspects of technology at the expense of staff training and in-servicing needed to help ensure proper and effective use of the technology. Without a firm commitment to initial and continued staff development, the benefits of technology will not be fully realized.

- Identification of funding and development of a budget

  Any technology plan must address the need for funds to implement the plan. Funds must be budgeted annually to maintain existing technology, to update

or replace obsolete technology on a regularly scheduled basis, and to provide necessary staff support.

Example of Technology Plan Outline

SLD has given the Indiana State Library approval as the official agency that certifies public library's technology plans for USF. Technology plans can be developed in many different formats.

The areas mentioned on page 19-2 are requirements to be approved for Universal Service Fund discounts for your library. You may include as many other areas in your plan as you feel is adequate for your library. How these areas are addressed in your plan and their actual placement in the plan is a local decision.

The areas listed can be "mixed and matched" and reordered to meet local needs and circumstances. For example, each of the areas on page 19-2 could be listed under each goal, or each could be listed as a separate section of the technology plan. It is easier for State Library to assess the plan, if all the components are listed in the 5 step order, but if all components can be found somewhere in the plan, it will also be accepted.

The following is a possible way to develop your technology plan. If you follow this format, <u>PLEASE</u> include a "Table of Contents" with page citations for the 5 core elements from page 19-2, required by the SLD, so that the State Library LDO staff and/or auditor may find them easily**.**

- Goals
- Training
- Assessment [inventory, current & future]
- Budget
- Evaluation

A. **<u>Introduction/Overview</u>** (can be omitted when the technology plan is part of the long range plan or another broader document)

1. designed to provide general information about the library, services offered, & overall mission

2. a statement of how the technology plan was developed could be included here

3. if a committee developed the technology plan, list who served in that capacity

       4. the process that will be used to update the plan

B.   **<u>Vision Statement</u>**
1. describes what your library will "look like" at the end of the third year of the technology plan
2. no more than 3 or 4 sentences
3. should reflect the realization that technology is not an end in itself, but a means to an end
4. describe how technology assists staff to carryout the library's mission and improve library services

Questions to be considered when writing a vision statement…
1. How is the public library changing because of technological advances?
2. How does the incorporation of technology into society affect management of the library and provision of library services?
3. How does technology facilitate the role of the public library?
4. What role does technology play in improving library services?
5. How will the library benefit from adoption of technological advances?

C.   **<u>Executive Summary</u>**
1. develop when plan is more than 4 to 6 pages
2. highlight major goals or initiatives
3. could be incorporated into the Introduction/Overview section

D.   **<u>Background and Current State of Technology</u>**
1. overview of how long technology has been used in the library-can be done in a timeline, chronological listing, or divided into service areas
2. should list major software/hardware purchases and upgrades (can be cross/referenced to fixed asset ledger or inventory for insurance)
3. include cooperative efforts with other libraries, schools, local government, universities, etc.
4. include all current technology such as LANs, WANs, automated systems, databases, Internet, etc.

Questions to consider about Background and Current State of Technology…

1. In what specific library areas/functions is technology being used (e.g., administrative, technical services, public service) and to what extent?

2. How is technology integrated into the daily functions of the library? (SLD criteria)

3. What are the strengths and weaknesses of the library's current technology environment?

4. What problems/issues does technology help to solve and what problems/issues does it cause?

5. What is the level of staff expertise and staff use of the technologies?

6. What information resources do the patrons use via technology?

7. What information resources that use technology are accessible to people with disabilities?

8. How much of the library's budget is allocated to technology?

E. <u>**Action Steps: Technology Goals and Objectives**</u>

Goals are statements outlining the anticipated achievement of various services.

Goals and objectives serve as the "action" part of the plan and provide the framework for what will be accomplished in a given period of time.

1. list major goals and place in priority order

2. can include maintaining or enhancing current services or implementing new services

3. the use of technology may be a part of a much broader goal in a long range plan

4. list objectives under each goal - objectives usually can be measured, goals cannot; objectives are the specific implementation processes that are needed to accomplish the goals; objectives are the most specific part of the technology plan

Things to consider in developing objectives…

1. Develop a time line and priority listing for implementing the goals/ objectives

2. Develop a tentative budget to accomplish the goals/objectives (<u>SLD criteria</u>)

3. Assign staff to implement the goals/objectives

4. Define the impact on staffing, including any need for increased staff and staff in-servicing and redefining position descriptions (<u>SLD criteria</u>)

5. Outline the immediate and long-term budget implications of the goals/objectives (<u>SLD criteria</u>)

6. Review any specific library procedures or broader library polices that may be affected by the goals/objectives

7. Outline what technology (e. g., hardware, software, networking, connectivity, etc.), exists to accomplish the goals/objectives and what will have to be upgraded or purchased. (Be certain to establish a regular review schedule for upgrades and replacement of any technology, including connectivity.) (<u>SLD criteria</u>)

8. Examine any need to make building modifications including an upgrade of the electrical service

F.   **Evaluating the Technology Plan**

1. some type of plan evaluation process is necessary to insure that the goals and objectives are actually implemented (<u>SLD criteria</u>)

2. best done on a regular basis (at least four times annually) at staff meetings and meetings with the library board

3. evaluation process can be linked with the timeline or priority list established in the goals and objectives

4. include how you will collect and use data to make corrections during the implementation of the plan

5. include how you will collect and use data to measure the success of accomplishing a goal and it's objective(s)

6. *MUST* include criteria for evaluating the library's current technology plan (<u>SLD criteria</u>) (Indiana State Library, Library Development Office has material on different ways to do evaluation)

G.   **Budget** (if not already a part of goals and objectives)

1. estimate costs for equipment and services related to technology and identify funding sources for technology, e.g., state grant, operating fund, capital projects, LIRF, LSTA (<u>SLD criteria</u>)

2. identify if the funding is ongoing, seed money, one-time, etc. (<u>SLD criteria</u>)

3. if budget is a separate document, such as a capital projects budget, include a copy of the budget

H. **Training** (can be cross referenced to personnel policy, if training is included there)

1. identify who will receive training (<u>SLD criteria</u>)
2. identify type(s) of training already received and type(s) of training needed (<u>SLD criteria</u>)
3. identify audience each type of training will address, e.g., staff, patrons, trustees
4. identify where the training will take place and who will provide the training, e.g., staff, consultant, specialist, INCOLSA

I. **Time Line**
1. be realistic with each goal and objective
2. build in time for staff to become comfortable with new technologies

J. **Public Relations**
1. identify who is responsible for publicity
2. identify types of publicity, e.g., brochures, newsletter, newspaper articles
3. identify media that will be used and how often

K. **Inventory/Future Needs**
1. list all technology in library and include if currently own or will own within the 3 year technology plan or place a statement in the plan that all current equipment is listed in the library's fixed asset ledger

Example of Inventory/Future Needs…

Type of Equipment	Currently Have	Future Need
Pentium Computer	5	5

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SAMPLE IDEAS FROM ACTUAL TECHNOLOGY PLANS

GOALS and OBJECTIVES

- The library will have a T-1 line that will provide direct access to CommuniNet and the Internet.

- The library will have a local area network that will offer the public concurrent access to CD-ROM information databases, and to the Internet. Called the LINC (Library Information Connection) Network, it will also provide access to the Internet and to e-mail for the library staff.

- The library will actively participate in CommuniNet, seek opportunities to support a community database, and will coordinate the library's technology plans with area schools for the benefit of the community.

- The library staff will have ample opportunities to develop the knowledge, skills, and abilities they need to effectively use and manage the library's computer technology.

- The GALAXY system will be mounted on an open architecture platform so the library can take advantage of new and emerging technologies as they become available.

- The library's hardware and software will be adequate to meet the specifications for performance, presentation, and communication required by the library.

- The library's computer hardware and software will be maintained in good working order.

- The library will actively seek additional funding to develop and sustain appropriate and effective state-of-the-art technology for the library.

- Complete installation of new hardware.
    a. Install staff client servers at seven branches and main library to facilitate training.
    b. Install and test new receipt printers in all circulation locations.
    c. Install and test all other circulation equipment including laser scanners and dot matrix printers.
    d. Install public client servers.
    e. Investigate, purchase and install software and laser printers to be used in a networked fee-for-service environment for all library locations.
    f. Determine additional equipment needs for all public service locations.

- Maintain the Library's Web site with accurate useful links to information.

- Replace outdated CD ROM servers and allow access from all client servers as well as remote users.
    a. Investigate and choose the most expedient method of connectivity.
    b. Write equipment specifications for Pentium-based file servers.
    c. Analyze, award bids and install equipment.
    d. Evaluate new and current CD ROM products.
    e. Replace current IBM 286 workstations with Macintosh client servers.
- Review the integrated system to design and implement plans for additional software modules. These modules include:
    a. Telephone notification system
    b. Materials booking system for equipment and facilities
    c. Self checkout of materials
    d. Interlibrary loan
    e. Graphical user interface to the on-line catalog (Window Pac/ Mac Pac)
    f. Off-line circulation system (PC circ)
- Analyze new library card technology to determine its suitability.
    a. Plan specifications for library card capabilities
        1. Photo identification system
        2. System wide debit/credit card capability
        3. PIN number control system
            a. Review current vendors
            b. Bid system
            c. Plan implementation
- Keep abreast of changes in Internet-related technology to assure user-friendly access.
- Provide remote access to the on-line library catalog and linked resources at five sites in at-risk areas of the community.
- Promote the Library as a product introduction site for new technologies.
- Promote technology to the public.
- Create an electronic bibliographic database of the library's holdings in MARC (machine-readable) format.
- Automate existing library operations.
- Provide for increased Internet access for patrons and staff, including access to electronic mail accounts.

- Work with the Community Network Planning Committee to develop a computer network for the library district.
    a. Work closely with the school corporation and its technology projects.
    b. Create an area resource file than can be downloaded into a community database.
    c. Make Galaxy's Community Information Module available to the Community Network.
    d. Provide free access to the Internet through the library's public workstation.
    e. Work with the editor to create an index to the local newspaper.
    f. Seek new ways of providing the community with timely, accurate local information.
- Additional computers for Adult Services and Juvenile Services areas.
- Network upgrade to allow present computers access to multiple networks and extension of LANs to additional computers at Juvenile, Reference, and Adult Services areas.
- Incorporate new technologies as needed to meet patrons' growing and developing needs for access to information, to meet patron's needs for convenience and accessibility to resources and information, and to maximize staff productivity.
    a. Maintain a fully integrated automated system with maximum capabilities for both public services and internal operations: circulation, public access catalog, journal citation, cataloging, acquisitions & electronic ordering, collection agency.
        1. Operate system for maximum productivity.
        2. Implement software modules on the automated system as they become useful & useable.
        3. Enhance automated system functionality as needed.
        4. Upgrade hardware to expand capacity as needed.
    b. Implement all appropriate new technologies if they would increase patron service and staff productivity cost-effectively.
        1. Provide information and services to patrons via automated methods if they result in enhanced services.
        2. Provide technologies to meet the needs of physically impaired patrons to enable them to take full advantage of the library and its resources.
        3. Provide up to date technologies for staff use in internal operations.
- Pull new category 5 cable for PC workstations.

- Investigate cabling alternatives available for an upgrade of data lines to branch libraries.
- Replace existing OCLC workstations.
- Explore the addition of DRA Kids catalog for children.
- Branch locations each receive new computer with software.
- Implement the DRA Serials module.

TRAINING

- Encourage all staff to participate in training workshops, conferences, and other continuing library advancement education opportunities in order to become skilled and knowledgeable in the uses and benefits of electronic access and information delivery systems in the library.
  a. Allocate sufficient funding to provide for staff to participate in activities related to the advancement of library services.
     1. Encourage staff use of electronic equipment when appropriate in order to fulfill the requirements of becoming comfortable and familiar with its applications.
  b. Enlist the assistance of a systems consultant as necessary.
     1. Explore the possibility of cooperating with other local small libraries to share the cost of a consultant.
- Provide ongoing training in the use of automation and technology for staff and public.
  a. Establish and maintain an effective staff training program to meet technological needs.
  b. Provide public training/classes to help them access electronic information as an alternative to print media when appropriate.
  c. Develop and furnish printed instructions for access to electronic media.
  d. Explore statewide and regional continuing education training and make staff aware of such classes.
  e. Annually evaluate all training programs and materials used with both staff and public.
- The library staff will have ample opportunities to develop the knowledge, skills, and abilities they need to effectively use and manage the library's computer technology.
  a. Train the staff to have a working knowledge of computer software, either in-house through instruction and hands-on-use, or through formal training.
  b. Provide staff training on the Internet.

     c. Evaluate the tasks of managing the LINC Network and GALAXY system in relation to the time and skills to do the job, revise job descriptions accordingly, and provide the necessary training.

     d. Provide opportunities for the staff to make site visits to other libraries to gain an awareness of how information technology is used in other facilities.

     e. Foster a positive learning environment for on-going technological change by maintaining open lines of communication, and sharing information and technical skills.

- Hire a Circulation Librarian who will also be involved as a System Department backup and with automation training of staff.

- Continue staff computer training opportunities through library training sessions, computer based individual training opportunities, and the use of INCOLSA and other external organizations' training programs.

- Encourage professional staff to participate in Indiana University's SLIS automation Continuing Education classes.

- Provide training and materials for patrons and staff with regard to networks, electronic information, and the Internet.

     a. Purchase books and materials such as Internet periodicals, Internet directories, Internet training manuals, etc.

     b. Provide training sessions for staff

          1. Reference skills for the Internet.

          2. Search engines for the World Wide Web.

          3. Overview of useful sites on the World Wide Web.

     c. Training sessions for patrons

          1. What is the Internet and how can I benefit from it?

          2. How to get on the Internet from your home computer.

          3. How to find useful information on the Internet.

          4. How to use Windows, word processing software, and database software.

- Provide training and support for Cluster Libraries.

- Provide technology and resources to support the life long learning needs of the citizens of the library's service district.

     a. To train staff and users in library technologies.

- Staff development

     a. Provide training for automated systems.

     b. Provide training for CD-ROM databases for staff.

     c. Provide training on systems administration for the LAN and the WAN.

- Increase staff use of LAN features with increased internal and external training opportunities.
- Train cataloging staff to implement and utilize format integration functions.
- Staff training will be ongoing to insure the employee's technological competency for the benefit of the user.
    a. Promote awareness of the continual growth and change in technology.
    b. In-service workshops for the staff will be conducted by professionals in the various areas of new technology.
    c. Staff will utilize workshops, seminars, and conferences held outside the library.
    d. Technology used in everyday tasks will be encouraged.
    e. Areas of weakness will be handled on a one-to-one training basis.
- Internet training for staff will be given top priority. Extensive training shall be provided for all supervisors so that they may train support staff and clients as needed. All staff members will receive at least basic training.
- Increase the amount of formal and informal opportunities for learning.
    a. At least 6 times/year have assignments for staff to complete which will increase their interaction with technology.
    b. Increase awareness of workshops offered by INCOLSA, Indiana State Library, and others and encourage staff participation by paying for workshop, time and travel.
    c. Maintain $1,000 in training budget and increase if possible.
    d. Encourage staff to practice on computers as time allows.

ASSESSMENT OF TECHNOLOGY NEEDS AND CURRENT INVENTORY

- The library has a computerized catalog and an automated circulation system. The library has a Novell LAN, with two public stations for accessing the on-line catalog, two work stations at the circulation desk, and one computer in the back office where in-house cataloging is done with the help of Brodart's Precision One. This back office computer is also connected to the Internet. There are three telephone lines coming into the library, one is voice only, the other two a combination of computer modems, FAX machine, Internet connections, and electronic ordering. In addition, the library has a stand alone computer for Internet access (public) and another for bookkeeping (office). Besides those there are two stand alone computers in the public area, each with its own fourteen-slot CD-ROM tower.

BUDGET

- The library will actively seek additional funding to develop and sustain appropriate and effective state-of-the-art technology for the library.
    a. Apply for an Indiana Technology Grant for Public Libraries each year the grant funds are available.
    b. Research sources for funding beyond the tax base, including gifts, grants, and endowments.
    c. Maintain adequate increases in the personnel, services, equipment and materials lines of the operating budget to maintain the connections, hardware and software necessary to meet our technology plan.
- Financing this three-year technology plan should not be a major problem. In recent years the operating budget has been more than adequate to meet our increasing technology needs. Thanks to grants and our library's efforts to find economical means of telecommunication, only 80-90% of the last two years' operating budget was spent.
- Technology budget
    a. Dedicate at least 6% of the operating budget to technology.
    b. Apply for technology grants.
    c. Apply for Universal Service Fund Discounts every year.
    d. Use gift money for technology.

Hardware	2002	2003	2004
Personal computers	22,500	22,500	22,500
Laser printers	1,000	1,000	1,000
File server updates	1,500	2,000	1,000
Software			
Software license fees	10,000	15,000	20,000
Network upgrades	1,500	3,500	2,000
Installation/Support	5,000	7,500	1,000
Maintenance & Supplies			
Maintenance servers	500	750	1,000
Maintenance PC	1,575	1,250	840
Internet and licenses	1,500	2,000	2,500
Supplies	5,000	5,000	5,000
Training/Support			
Outside consultants	3,000	1,000	1,500
Supplies	1,000	1,500	2,000
Staff Time	2,000	5,000	7,500

EVALUATION

- Evaluation process.
  a. Meet with technology committee every six months and re-evaluate technology plan.
  b. Monitor the usage of the computers, Internet, software, and circulating CD-ROMs and other technology provided for by the library.
  c. Monitor the requests for new software and technology.

- In order to meet the ever-changing needs of technology, the director and the assistant director/systems coordinator will review this plan each spring. They will monitor the library's progress toward these goals and make any necessary changes. They will also use this plan to help determine budget needs for the next year. A new plan will be written every three years.

- Evaluate, Contemplate, and Investigate
  a. Evaluate (at least annually) the current electronic/technology services available from the library.
  b. Contemplate needs for improvements or other changes, taking into consideration user satisfaction, demand for a service, cost-effectiveness, available library space, budget constraints, and emerging technologies.
  c. Investigate possibilities for upgrades and other improvements as they become available or are deemed necessary.

- Develop a program of ongoing evaluation and review to keep programs, services and activities relevant and cost-effective.
  a. Evaluate current software and hardware for function, relevance, and usefulness.
  b. Develop performance criteria for evaluation of software and hardware and train staff in usage.
  c. Establish maintenance and replacement guidelines for technology equipment which will meet the changing needs of library staff and patrons.

- Assure an ongoing evaluation of new available technology.
  a. Form an information technology task force whose responsibilities include providing the direction for new technology for the storage and provision of information throughout the library system.
  b. Issue a quarterly newsletter to staff to present an overview of the work of the task force.
  c. Test and evaluate new products or equipment for the storage and provision of information on an ongoing basis.

  d. Recommend to the Administration appropriate information products for library use by April 30th and October 31st of each year.

- Evaluate the impact of electronic information services and technology in the community in order to keep the library's programs, services, and activities relevant and cost-effective.

  a. The library staff and board will continually evaluate and investigate the present and future needs. We will invite public comments and suggestions.

  b. The impact of technology will be measured through data gathered in terms of patron visits, computer use, resources used, and new patrons served.

  c. Evaluate current software and hardware for function, relevance, and usefulness.

  d. Establish maintenance and replacement guidelines for technology equipment which will meet the changing needs of the library staff and patrons.

- The success of the plan will be judged on the ability of the library to meet the objectives and time lines set forth. The plan will be reassessed each year to evaluate progress and modify objectives if necessary.

- This plan will be reviewed and evaluated frequently. The most important evaluation will be that of library users and members of the broader community. We will solicit their opinions through surveys and the suggestion mode of the OPACs. We will analyze all circulation and usage statistics to determine the effect of technology on library services. One important measure of the success of this plan and how well we publicize and implement it will be the development of the community access network, and ultimately, increased positive interest in countywide library service. In other words, we will be looking for the degree to which technology can bring about real improvement in the delivery of information to everyone.

- It is important to develop a program of ongoing evaluation and review to keep technology relevant and cost effective. The Technology Plan will be reviewed at least annually, and at any time that there is a change in the Library's Mission statement/Long Range Plan. The technology will be regularly evaluated by the Technology Team, with input from users, for functionality, relevance, and usefulness. New technology, products, and applications will be investigated.

- Technology is never static, therefore, it is a constant challenge to stay current.

  a. Evaluate the informational needs of the patrons and community.

  b. Evaluate the use of materials.

  c. Evaluate user satisfaction.

- Methods to monitor the effectiveness of the technology services:
  a. Statistics for circulation of items
  b. Statistics for registration of new borrowers
  c. Revenues from charges for computer printouts
  d. Time logs of in-house computer use
  e. Comments and suggestions from patrons
  f. Community surveys

Handouts in this chapter that can be found on a website:

USAC Schools and Library Applicants
  http://www.usac.org/sl/applicants/

USAC E-Rate Timetable and List of Deadlines
  http://www.usac.org/sl/tools/calendar-reminders.aspx

USAC Forms
  http://www.usac.org/sl/tools/required-forms.aspx

USAC Latest News from SLD
  http://www.usac.org/sl/tools/latest-news.aspx

CIPA: A Brief FAQ on Public Library Compliance (2/04)
  http://dpi.wi.gov/pld/cipafaqlite.html